

TABLE of CONTENTS

Foreword	iii
Introduction	vi
Unit One: Emergency Management: Setting the Scene	1-1
Who Is the Emergency Manager?	1-1
What Is Emergency Management?	1-6
Comprehensive Emergency Management	1-8
Basic Terms	1-10
The Four Phases	1-11
Integrated Emergency Management System (IEMS)	1-13
Conclusion	1-15
Learning Check	1-16
Answers	1-18
Unit Two: Emergency Management: Understanding Your Role	2-1
The Manager as Professional	2-1
A Benchmark Study	2-2
Three Characteristics of Success	2-2
The Emergency Manager’s Responsibilities for Preparedness	2-15
A Big Challenge	2-20
Learning Check	2-21
Answers	2-24
Unit Three: Mitigation	3-1
What Is Mitigation?	3-1
Hazard Identification	3-2
Vulnerability Analysis	3-6
Your Role in Mitigation	3-9
Mitigation Strategies	3-15
Conclusion	3-18
Learning Check	3-19
Answers	3-22

Unit Four: Preparedness	4-1
What Is Preparedness?.....	4-1
The Emergency Operations Plan	4-2
What the Plan Is Not.....	4-3
Guiding Principles	4-4
The Basic Plan	4-7
Functional Annexes	4-10
Hazard-Specific Appendices.....	4-11
Exercising the Plan	4-12
Publicizing the Plan	4-15
Lining Up Your Resources	4-16
Inventorying Your Resources	4-18
Conclusion	4-22
Learning Check.....	4-23
Answers.....	4-26
Unit Five: Response	5-1
Stages of Response	5-2
Activating the EOC.....	5-8
Making the EOC Operational	5-10
Controlling Access to the EOC.....	5-14
Information in the EOC	5-15
Improving Public Response.....	5-20
Assessing Damage	5-23
Conclusion	5-25
Learning Check.....	5-26
Answers.....	5-29
Unit Six: Recovery	6-1
Recovery: The Final Phase	6-1
Recovery Assistance	6-2
Types of Federal Assistance	6-7
How to Recover	6-12
Conclusion	6-17
Learning Check	6-18
Answers.....	6-20
Unit Seven: Managing the Program	7-1
Daily Operations	7-1
Staffing Issues.....	7-4
Financial Planning	7-8
Training.....	7-13
Conclusion	7-17
Learning Check.....	7-18
Answers.....	7-20
Photo Credits	PC-1
Final Examination	Final Exam-1

FOREWORD

The Federal Emergency Management Agency (FEMA) is the central point of contact within the federal government for a wide range of emergency management activities, both in peacetime and in time of war. The agency has numerous roles, including coordinating government activities, providing planning assistance, guiding and advising various agencies, and delivering training.

FEMA's training program is delivered through the Emergency Management Institute (EMI) and the National Fire Academy (NFA). These schools are collocated on the National Emergency Training Center (NETC) campus at Emmitsburg, Maryland. NFA is the national focal point for federal efforts to advance the professional development of fire service personnel engaged in fire prevention and control activities. EMI provides emergency management training to enhance emergency management practices throughout the United States for the full range of potential emergencies.

Both NFA and EMI offer courses, workshops, and seminars on the Emmitsburg campus as well as nationwide through the emergency management training program and State fire service training programs. Although most training activities are directed at state and local government officials with emergency management or fire protection responsibilities, some are provided to private sector and volunteer agency audiences, as well as to the general public. A complete list of EMI and NFA courses is also available on FEMA World Wide Web site. The address is <http://www.fema.gov>.

Independent Study Courses

FEMA's independent study program is one of the delivery channels EMI uses to deploy emergency management training to the general public and to emergency management audiences. The independent study program includes courses in radiological emergency management, the role of the emergency manager, and hazardous materials. Many of these independent study courses are available at FEMA's World Wide Web site.

These independent study courses are geared toward both the general public and persons who have responsibilities for emergency management. All courses are suitable for either individual or group enrollment and are available at no charge.

If you desire additional information about these courses, contact your local or State Office of Emergency Management, or write to:

FEMA Independent Study Program
Administrative Office
Emergency Management Institute
16825 South Seton Avenue
Emmitsburg, MD 21727

Course Completion and Test Information

After you have completed the individual units of study, you can take the final examination in one of two formats.

The examination is found as an insert inside your course. You may record your answers on the answer sheet provided. If you do not have an answer sheet, please call 800-238-3358 extension 1200 to request one. Follow the instructions on the answer sheet to take the test, and when you have completed it, mail it to:

EMI Independent Study Program
16825 South Seton Avenue
Emmitsburg, MD 21727

You may also take the final examination online by visiting training.fema.gov/emiweb/ishome.htm, and following the links to the specific course.

**Course
Completion
Deadline**

You have one year to complete a course before your enrollment is terminated. If you received your course materials from a source other than the FEMA Independent Study Program (ISP) office, your official student file for the course will not be created until the answer sheet is received and processed by the ISP staff.

**Completion
Certificates**

You will receive an Independent Study Program Certificate of Achievement if you score at least 75 percent on the final examination. Normally, you can expect to receive your certificate within ten business days from the date your final examination is received at the ISP office. If you do not receive your certificate within ten days, please call 800-238-3358 extension 1200 for assistance.

Introduction

This Course

This independent study course covers the basics of emergency management. The principles you will learn apply equally well to the volunteer and the full-time, paid emergency manager. This course will introduce you to the principles and tasks involved in emergency management. As you complete each unit, be sure to adapt the information to your particular situation.

Basic Principles of Emergency Management



This first unit defines emergency management. The second unit describes the tasks included in the job of emergency manager. The remaining units examine specific parts of the emergency manager's job within the four phases of emergency management: mitigation, preparedness, response, and recovery.

When you complete this course, you will have some basics to perform your job as an emergency manager. You will want to build on this baseline knowledge. This you can do through on-the-job experience and further training.

Toolkit

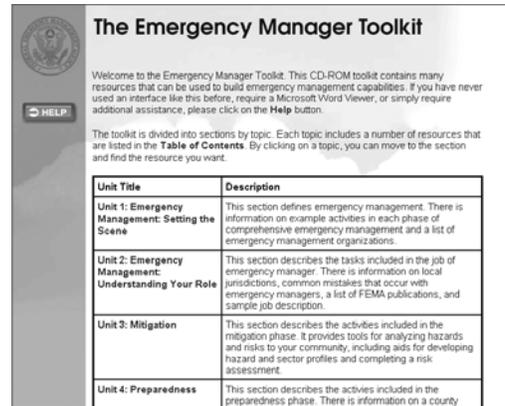


A variety of tools are available to help you grow in your profession. Included with this course is a toolkit on a CD-ROM that contains forms, sample planning guides, memos, and documents developed by other communities. As we come to a section in this course where one of those documents could be useful, we indicate it with the icon you see in the left column. Take the opportunity to review the document online or print out a copy for review. Doing so will allow you to visualize how you can adapt it to your particular situation.

How to Use the Toolkit

When you insert the CD-ROM, the main menu should automatically load. If the autoplay feature does not function on your computer, or you have closed the Toolkit and need to access it again, double-click on the file, “index.htm,” and the main menu will load.

The main menu displays a list of units, as well as a brief description of the resources included. When you click on the unit title, a sub menu listing each resource for that unit appears. When you click on a desired resource, a separate window with the file will open.



To save a copy of the document to your computer, select **File** from the pull down menu then select **Save As**. Select a location on your computer where you wish to save it and click **OK**.

When you are finished viewing a document, you can return back to the CD ROM by clicking the small X in the upper-right-hand corner of the window.

If you need additional help while using the CD-ROM, click the Help button at any time and a pop-up menu will appear with detailed instructions.

Websites



Throughout the course there are references to various web sites where you can obtain more information. These are indicated by the icon on the left.

Things to Do

In most units you will find suggestions on **Things to Do**. These activities help you apply the course to your situation. They are intended to make the printed page come alive in a practical way as you apply the principles being discussed.

The **Things to Do** sections include worksheets, exercises, and tasks for the future. Complete the worksheets and the exercises. As for the more time-consuming tasks in **Things to Do**, you might want to think about them and save them for the future. Make a note right on the page of any ideas you have on how to accomplish the task.

Remember, **Things to Do** are an integral part of your course. Don't skip them. You will have a much better grasp of your job as an emergency manager as it applies to your community if you invest the time to complete the **Things to Do**.

Learning Check

At the end of each unit is a **Learning Check** with questions to help you see how well you have mastered the material. If you can't answer a question, don't guess, and don't go on to the next question. Go back to where the topic is covered and review the material until you find the answer. This is an excellent way to learn when taking an independent study course.

If you still cannot find the answer after reviewing the material, check your answer. Answers to all of the questions in the **Learning Check** follow the **Learning Check**. But resist the temptation to turn to these answers too soon.

We wish you every success with this course. We hope it is the start of a long, fulfilling career as an emergency manager.

Course Objectives

At the conclusion of this course, you will be able to:

1. Explain the term emergency management and describe how it functions at the local, state, and national levels.
2. Ensure that the legal basis for performing your emergency management job is in place and that the support systems needed to perform the job are addressed.

3. Describe the key characteristics of the professional emergency manager and develop strategies for adopting these characteristics.
4. Identify the four phases of emergency management and what is required of the emergency manager in each of these phases.
5. Determine the necessary resource requirements and develop the documents to garner and maintain these resources.
6. Advocate the importance of training and exercises and how to make these opportunities available to staff.